

Project Title

A Systematic Ground-Up Approach to Improve Staff Engagement

Project Lead and Members

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Organisation(s) Involved

Tan Tock Seng Hospital

Healthcare Family Group Involved in this Project

Healthcare Administration

Applicable Specialty or Discipline

Operations

Aims

To build a culture of Better People, where staff are equipped to do their job well, motivated to do their job better, and inspired to do their job differently

Background

See poster appended/ below

Methods

See poster appended/ below

Results

See poster appended/ below

Conclusion

See poster appended/ below

Project Category

Organisational Leadership

Human Resource, Staff Engagement

Keywords

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Introduction

The Operations, Division of Integrative and Community Care department in TTSH has more than 70 staff of different roles (see Fig.1). Aligning staff values with organisational goals and helping staff to understand their role within the organisation is key to a more empowered and committed team.

Through a systematic staff engagement approach, the department aimed to build a culture of **Better People**, where staff are equipped to do their job well, motivated to do their job better, and inspired to do their job differently.

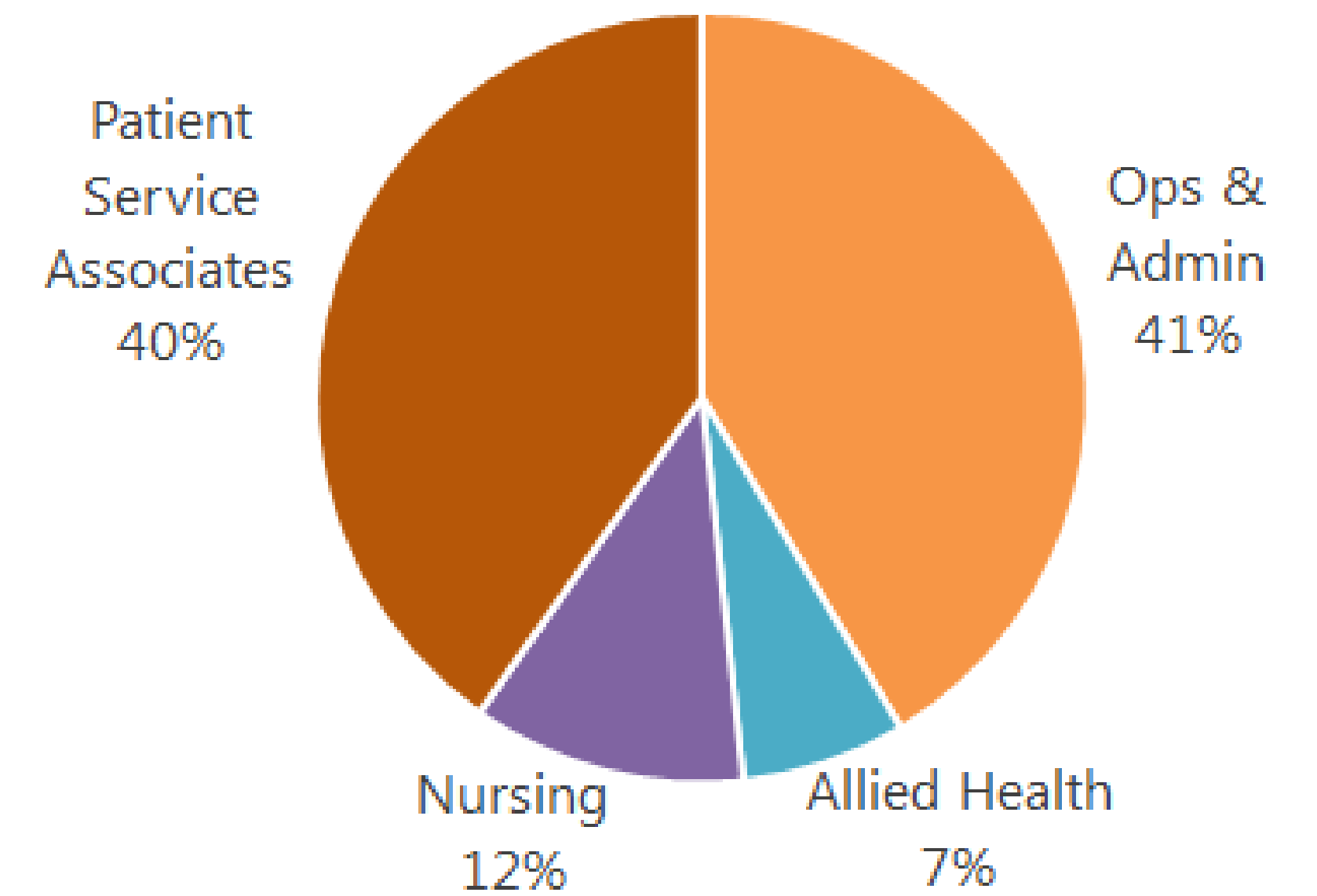


Fig.1 Distribution of different types of staff

Methodology

A series of staff engagement, termed as "i-Talk", was carried out over 27 sessions in 2016 to 2018.

Guiding Principles:

- To align with hospital priority of building Better People, able to do our jobs well, better, and differently;
- To be guided by ground-up feedback in formulating interventions

Phase I – Sensing the Ground, Building Trust and Rapport

- Staff were engaged to discover feedback on the TTSH Staff Values – Clarity, Respect, Equity, Dialogue, Opportunities, and Quality of Life, and the challenges they face at work.
- The feedback was shared to Track Managers who followed-up on findings and updated the Director monthly. Outcomes were shared to staff as well.

Phase II – What Matters to You?

Staff discussed two questions on important areas to improve on for building Better People:

- What qualities do you think are needed to do your job well, better, and differently? In your team, which are existing and which are missing?
- What would be a good day at work to you?

Phase III – Ideas to Get There

- Based on the areas identified as important to staff, staff were encouraged to brainstorm for ideas and formulate concrete action plans.
- Staff then voted for the action plans that they assess as having the greatest impact to their teams.

All phases were coupled and enhanced with annual teambuilding events that matched the theme of the phases:

Getting to know one another

Understanding personalities within teams

Techniques in stress and change management

Results

Management and staff to constantly be aware of the need to share/ask for "the big picture"

"Undercover boss"/ "A Day as A ..."

Internal compliment system

Time for regular self and team reflection or feedback sessions

Cross-sharing of projects, sharing on Workplace

Official buddy system for new staff

100% staff were involved over 27 sessions of "i-Talk" and teambuilding to contribute feedback and ideas

Staff-identified Values:

Appreciation, Support, and Good Conversation were important when it comes to Relationships with one another. Being able to work Productively with Support, to be Challenged and Learn, and given Opportunities for Development were the good outcomes staff desired for Work

Staff-identified Key Qualities:

It was defined that qualities needed are in categories of Personal Traits, Self-Management and Communication, Innovation, and Organisation Direction

>50% of items raised were addressed within one year

21 ground-up suggestions were generated, of which, 6 were chosen to be worked on at department-level; the rest at team-level



Conclusion

To build a culture of Better People, employing a systematic and consistent methodology can produce interventional improvements for staff engagement.

Actionable initiatives shaped by ground-up views are important, as they help ensure resonance with staff to close the feedback loop and address root concerns.